

16 – POWER (CHAPTER 7)

Overview Statement: An inherent component of leadership is the subject of power. The leader must have power to accomplish objectives. It is in how a leader chooses to wield this power that determines the character of the leader, and, in turn, the ability to drive success.

Connection to the Curriculum: Ties in with a central theme of chapter seven in *Learn to Lead*, Team Leadership.

Estimated Time: 25-30 Minutes

Resources Required: *Learn to Lead*, Module Two; Whiteboard (or chalkboard, butcher paper or easel pad).

Key Term:

Power – “Capacity to do something; control and influence; authority to act.” Encarta Dictionary

INTRODUCTION

Attention: Everyone stand up.

Motivation: Why did you stand? Is it really because, “you told me to?” Ok, take your seats... You did it again!

Overview: In this lesson we will probe the concept of power, or why we stand or sit when told to do so.

Your role in this discussion is to be an active participant. You are free to share your views with each other. Please be involved and considerate of one another. My role will be to take notes on what you say, and I may occasionally ask a question or two. There are no right or wrong answers to the questions. I am simply interested in what you have to say.

MAIN POINT 1: POSITIONAL POWER

There are many definitions of power. These definitions usually are correct, while also being wrong. For example one definition of power is, "the ability of one person to influence another." While true, it is also an oversimplification because there are many types of power. The concept of power is

complex, yet so simple that you can observe children exerting various types of influence on the playground.

Within an organization, like CAP, power is often demonstrated by the position or by the person. Position powers are those that people have based on their position, while personal powers are specific to the individual's knowledge and personality, not their title.

{Write the following on the board:}

Positional Power	Personal Power
Transactional	Transformational

Positional power is transactional, meaning, "if you do this, you get rewarded; if not, you get punished." Often, followers are motivated only to do just enough to avoid punishment or to get the reward. Let's review the three positional powers.

Review (Nahavandi, as quoted in *Learn to Lead*):

Legitimate power ~ Others obey leaders because of the legitimacy of the position of the leader.

Reward power ~ Followers comply because they desire rewards that their leader can confer.

Coercive power ~ Followers obey because they fear punishment.

Question: If a leader can instill a fear of punishment in followers, what are some of the ways that the leader can fail?

Question: Why is transactional leadership limiting?

Question: When do you think positional power is best used? Why?

MAIN POINT 2: PERSONAL POWER

Personal power includes both positional power and referent power, which is conferred upon leaders when followers choose to follow out of admiration or respect. Leaders with referent power (a form of personal power) are role models.

A leader who strives to also use personal power is practicing transformational leadership. He or she inspires excellence and dedication in followers by creating a positive atmosphere of teamwork, trust and appreciation.

Question: If a leader instills an atmosphere of teamwork and trust, what are some of the ways that the leader can fail?

Question: When is transformational leadership limiting?

Question: When do you think personal power is best used? Why?

CONCLUSION

Summary: Power is both positional and personal. Abuse of power is one of the most common errors that leaders make. A leader is not a leader without followers, so the right application of power will compel others to follow.

Remotivation: There are various types of power in your toolkit that will enable you to guide and influence others. The most influential leader will have both position and personal power.

Closure: Ok, let's stand to be dismissed... You did it yet again!

SUGGESTED ACTIVITIES

Note to the instructor: Every informal discussion should be followed by one or more hands-on activities that reinforce one or more of the concepts being discussed. These activities should last 25-30 minutes, giving about one hour total block of time for the leadership session at a typical CAP meeting (25-30 minutes for the informal discussion, plus 25-30 minutes for the activities).

Along with any questions found in the activities themselves, you should be sure to ask, "**How does this activity tie in with our discussion?**"

CAP recommends activities from the *Learn to Lead Activity Guide* by Rob Smith (published by the Civil Air Patrol). You are free to substitute another activity, or create your own, as long as you tie in with one or more concepts of the informal discussion.

Main concepts for this lesson: **Authority; power; responsibility.**